



DEPARTMENT OF THE ARMY
U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER
8899 EAST 56TH STREET
INDIANAPOLIS, INDIANA 46249-5301



REPLY TO
ATTENTION OF

PCRE-B

23 June 2003

MEMORANDUM FOR Commander, United States Army Armor School, Fort Knox,
Kentucky 40121

SUBJECT: Career Management Field (CMF) 19 Review and Analysis

1. Reference: Memorandum, HQDA, DAPE-MPE-PD, 29 May 2003, SUBJECT: Memorandum of Instruction for the CY03 Sergeant First Class Selection Board.

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 19 submits this Review and Analysis to assist you in executing your duties as proponent for MOS within CMF 19.

3. Competence assessment (strengths and weaknesses). Noncommissioned officer performance within the armor field was excellent. The vast majority of the NCOs considered for promotion easily surpassed the minimum performance requirements (time in key leader positions, manner of performance) for promotion. Time spent and performance in key leadership positions was the main consideration when identifying those NCOs that were best qualified.

a. Primary zone.

(1) Performance and potential (particularly leadership opportunities). High and sustained performance in key leadership positions, such as squad leader, section leader, vehicle commander, was the single most important factor in selection/promotion. Demonstrated outstanding performance in MTOE armor positions carried the most weight with panel members. Successful time served in other professionally developing positions such as drill sergeant, master gunner, and battle staff were then considered.

(2) Utilization and assignments (particularly in PMOS). The panel, with the assistance of the information provided in the Branch Proponent Book, determined the minimum amount of time a NCO must spend in a key leadership position to be considered for promotion. Time spent in leadership positions at SSG was considered when determining leader time. Time spent in positions normally filled by someone of higher rank, such as platoon sergeant, was given additional weight. Time spent in career enhancing positions was reviewed simply for manner of performance. "Average" performance in recruiting positions was not held against a NCO that performed well in key leadership positions.

PCRE-B

SUBJECT: Career Management Field (CMF) 19 Review and Analysis

(3) Training and education. All NCOs considered for promotion had graduated BNCOC. Graduating from BNCOC in the top 20% was viewed favorably as was having any college education. Successful completion of military schools such as Battle Staff and Master Gunner Course was considered in the initial voting.

(4) Physical Fitness. Overall, the quality of physical fitness seen was excellent. Consistently receiving the Army Physical Fitness Badge was viewed favorably. There was a tendency for NCOs to get taller as their weight increased. This was noted by the board and resulted in more careful scrutiny of the photo or an inquiry. It is the responsibility of the rated NCO to ensure that there is consistency from NCOER to NCOER. First time failure at any military school for height/weight or APFT was viewed negatively. Out-dated or missing photographs indicated a lack of interest.

(5) Overall career management. Armor CMFs showed a tendency to place NCOs in key leadership positions as junior sergeants and move them to TDA assignments as staff sergeants. Some SSGs in the primary zone had all their key leadership time as a SGT. It was not uncommon to have to go back in excess of three years to find NCOERs from these leadership positions. Additionally, many NCOs were moved from leadership positions at the 12 to 18 month point. Back-to-back TDA assignments and long periods of TDA time were not favorably considered.

b. Secondary zone.

(1) Performance and potential (particularly leadership opportunities). The NCOs considered in the secondary zone were exceptional. If they had the required leadership positions, it was not uncommon for them to outperform and reflect greater potential than NCOs in the primary zone.

(2) Utilization and assignments (particularly in PMOS). The pattern in the armor CMFs of placing junior sergeants in key leadership positions works to the advantage of those NCOs considered in the secondary zone. It was not uncommon for NCOs in the secondary zone to have 3 to 5 NCOERs in their file, all from key leadership positions. If the NCO had the required time in the qualifying positions and had a strong performance, they were very competitive in the secondary zone.

(3) Training and education. Addressed in primary zone comments.

(4) Physical Fitness. Addressed in primary zone comments.

(5) Overall career management. Addressed in primary zone comments.

PCRE-B

SUBJECT: Career Management Field (CMF) 19 Review and Analysis

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF. Armor MOSs are compatible with normal career progression patterns.

b. Suitability of standards of grade and structure. The positions the SSGs within the CMF are assigned are compatible with responsibilities.

c. Assignment and promotion opportunity. There are ample opportunities for armor NCOs to serve in key leader positions. Additionally, there is a large variety of career enhancing positions such as AC/RC, recruiter, and instructor duty, that an NCO can fill after they have completed their key leadership time.

d. Overall health of CMF. CMF 19 is in excellent shape.

5. Recommendations (proposals keyed to subparagraphs above)

a. Competence some Armor NCOs who serve in branch qualifying positions as a sergeant for 12 months were not afforded the opportunity to serve in these positions as a Staff Sergeant. This lack of branch qualifying time as a Staff Sergeant was not favorably considered.

b. CMF structure and career progression. Do not reassign squad leaders/section leaders/vehicle commanders until they have completed at least 18 months in this position. Leadership positions in MTOE units are ideal as well as annual NCOERs in these positions. NCOs should not be released to DA select positions until they have completed 18 months in a key leader position as a SSG. Career progression should show a balance between TDA and TOE positions. Do not assign soldiers to back-to-back TDA positions. Thirty-six months is the maximum amount of time an NCO should spend at any one location.

c. NCOER related Issues.

(1) Principle Duty Title. Duty position must accurately reflect the MTOE or TDA position in order to ensure that the NCO is given credit for leadership time. Key leadership positions are appropriately titled in the branch proponent guidance for each grade. Do not "invent" duty titles that are not approved by the proponent. Remember, only half the members of the panel are armor.

PCRE-B

SUBJECT: Career Management Field (CMF) 19 Review and Analysis

(2) Duty Description. The duty description must list specific information on personnel, equipment, facilities and dollar value for which the NCO is responsible. Indicate all responsibilities.

(3) Rater Comments. Quantify bullets and focus on performance. Short and concise is best. List the strongest bullet first. Ensure accuracy of information stated on the NCOER. For example, NCOERs were present that had bullets stating "exceeded BNCO course standards" yet the DA Form 1059 filed adjacent to the NCOER stated achieved course standards. Do not use a similar bullet over and over again in the same NCOER. Avoid using "cookie cutter" NCOERs. Two NCOERs in the same position should not look virtually identical. There is no requirement to comment on success ratings. Don't include bullets to just fill up the space. Include APFT scores; this is particularly important if the NCO is significantly over the table weight. If a bullet comment is listed that discusses improvement in section APFT score, list the rated NCO's APFT score also. Note disciplinary issues, to include Article 15s and General Officer Memorandums of Reprimand, which occur during the rating period, on the NCOER. Use a clear, unambiguous bullet comment that is clear whether discipline issues are isolated events or a serious infraction that indicate no potential for promotion. NCOERs that do not mention disciplinary actions that are reflected on the fiche cause loss of credibility for the rater, senior rater, and reviewer.

(4) Rater Evaluation. Ensure that the rater's bullets and the box selected are consistent with each other. It does not make sense to have a bullet that reads "best SSG I have served with in my 17 years of service", and then X the box marked "fully capable".

(5) Senior Rater. Senior rater must address both performance and potential. Senior raters should address three areas: overall performance, future schooling/assignments, and both intermediate and long term potential. Again, quantify comments when possible: "exceptional performance; best SSG out of 16 in the company". Discuss the NCOs potential to excel in future positions: "a future 1SG". Senior raters should use their first bullet to make a clear recommendation for promotion of the rated NCO. Absence of a promotion recommendation sends a potentially negative message. Block checks must be supported by quantitative data. Ensure that rater and senior rater comments are consistent.

(6) Reviewer. The reviewer must do more than check the box and sign the NCOER. There were many examples where there was a disconnect between rater comments, senior rater comments, and the boxes selected. If a comment from the rater of "best NCO in the company" is combined with a 3/3 from the senior rater, the entire NCOER loses credibility. Letters of non-concurrence carried a lot of weight with the

PCRE-B

SUBJECT: Career Management Field (CMF) 19 Review and Analysis

panel. Reviewer should ensure senior raters address not only potential but also performance. Strongly recommend Senior NCO involvement. Junior officers may not have the experience to recognize a disconnect.

(7) Letters to the President of the Board. Letters to the board president should address perceived discrepancies in the Enlisted Record Brief (ERB). Do not send letters to address faults on the ERB that are the service member's responsibility.

6. CMF Proponent Packets.

a. Overall quality. Overall, the quality of the proponent book was good.

b. Recommended improvements. Proponent book should be the guide used in developing future Armor Sergeant First Class. Soldiers, leaders and personnel managers must be aware of the guidance and desires stated in this document to develop the best Armor leaders of the Future.



TIMOTHY D. LIVSEY
Brigadier General, U.S. Army
Board President